

5.0 PROCESS MANAGEMENT.

The customer is the main focus of all process management. Our Key Processes (KPs) are those activities which best describe us in relation to “WHAT WE DO,” “WHO WE DO IT FOR,” “HOW WELL WE DO IT,” and “HOW CAN WE DO IT BETTER?” To determine our KPs, we analyzed mission and customer requirements. As the U.S. Army Infantry Center, our mission dictates that we are “the” Training and Doctrine Command (TRADOC) proponent for Infantry training, Infantry doctrine, and future direction of the Infantry. The mission of our Special Operations Command (SOCOM) and Forces Command (FORSCOM) units requires us to conduct and support force projection operations. Our customers expect us to provide comprehensive base support operations.

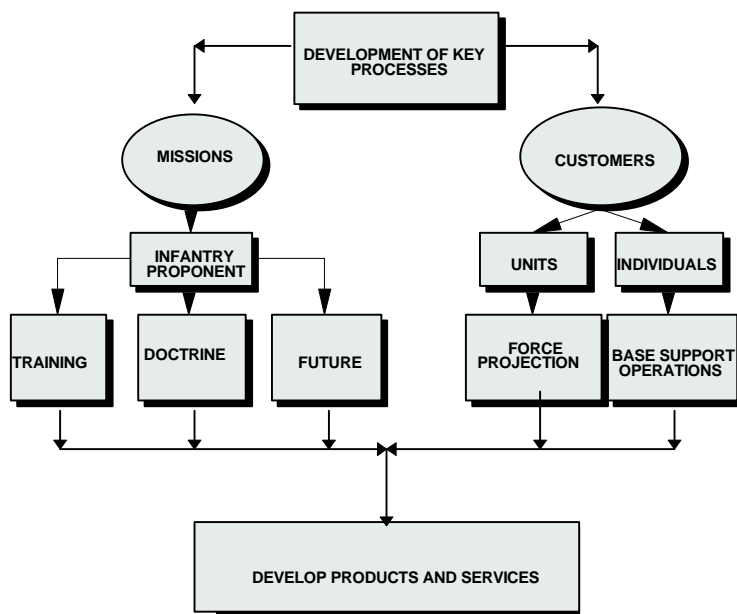


Figure 5.1

5.1 DESIGN AND INTRODUCTION OF PRODUCTS AND SERVICES.

Products and services are designed to support the accomplishment of the Fort Benning mission and meet external customer requirements; assist assigned unit customers in the accomplishment of their missions; and meet the customer requirements of the people who make up the Fort Benning population. “WHAT WE DO” and “WHO WE DO IT FOR” is our guide in new product and service design. New products

and services are also developed based on strategic plans and assessments of trends. We create products to support missions, and services to support people.

5.1a Translating Customer Requirements.

The bottom line in product and service design is to exceed customer requirements, anticipate changes, and simplify successful performance.

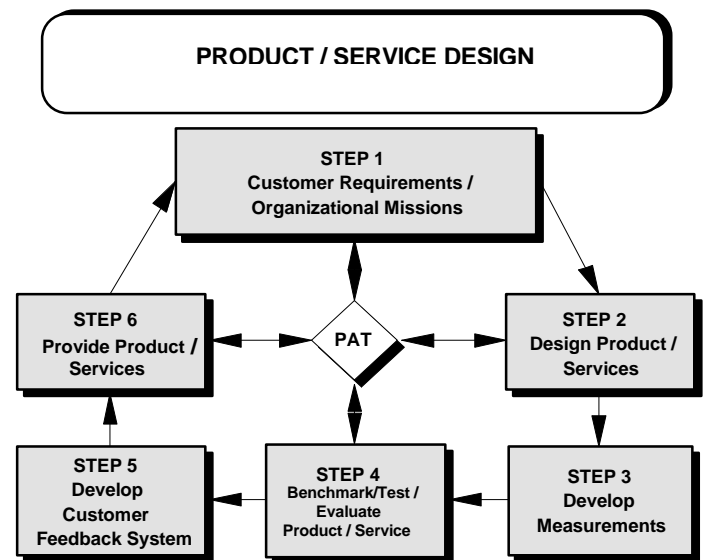


Figure 5.2

STEP 1. During the developmental process, KP owners decide how best to meet the requirement and achieve greatest productivity. A Key Process Team (KPT) is assembled. Customers and suppliers are members of the KPT and can provide input. Priorities are set, process improvement goals and objectives are determined, finalized, and written. KPT characteristics are:

- Involves all stakeholders, including customers and suppliers.
- Multifunctional/crossfunctional team.
- Chartered and empowered.
- Responsible throughout product cycle.
- Designs product/service.
- Determines performance measurements.
- Determines the customer/supplier feedback system.

STEP 2. Product design is guided by KPT performance objectives. Products or services must meet requirements of both internal and external customers, and key suppliers. Each product or service has a measurable point of origin (starting point) and a measurable point of completion (ending point).

STEP 3. The KPT establishes key performance measures based on customer requirements and supplier performance. Performance measures are sequential and designed to eliminate unnecessary activity or expenditure of funds, i.e.; if a customer is not eligible for the product or service, delivery is automatically halted

STEP 4. The KPT develops an evaluation system to verify that the new product or service meets mission requirements, establishes achievable supplier performance standards, and exceeds customer requirements. This includes validation, internal and external reviews, customer samples, rehearsals, and dry runs. Competitive comparisons, best-in-class, and benchmarks are determined to ensure world-class performance.

STEP 5. The KPT designs a customer feedback system that allows the customer to respond early in the delivery phase or early during use. Customers assist in developing the feedback system and, when practical, sample the final product prior to delivery. Performance is tracked by collecting and analyzing feedback.

STEP 6. The product or service is delivered.

Infantry training is provided throughout the career of every Infantry soldier. Figure 5.3 depicts how training courses are designed to meet the Infantry soldier customer requirements for comprehensive and chronological training.

INFANTRY TRAINING KEY PROCESS CHART

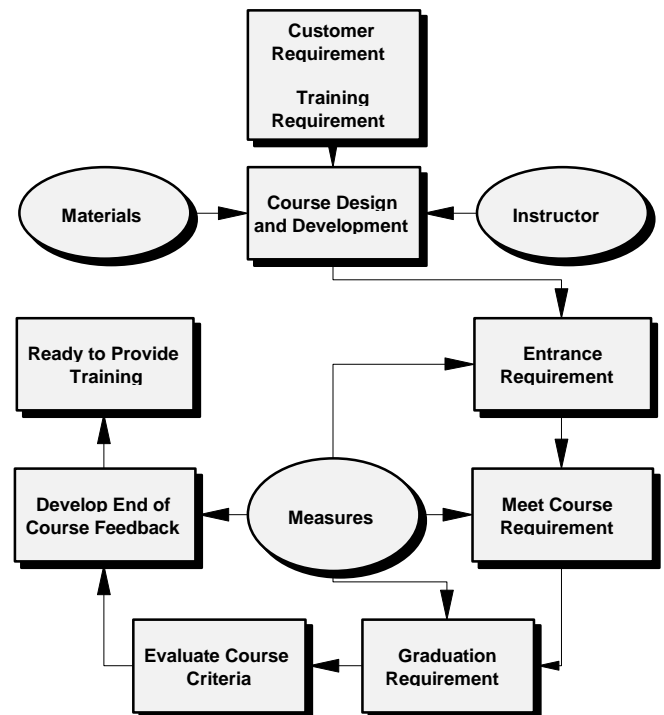


Figure 5.3

FORCE PROJECTION KEY PROCESS CHART

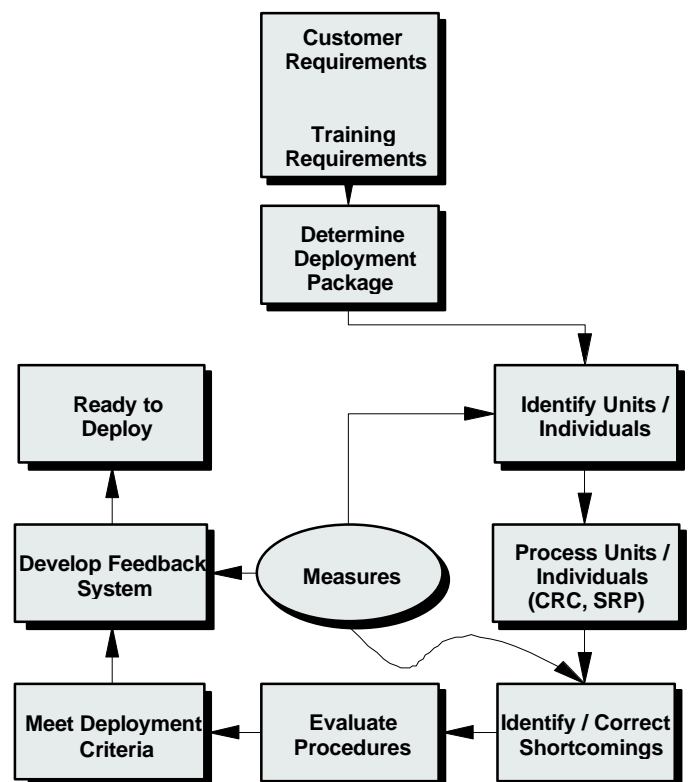


Figure 5.4

Our SOCOM and FORSCOM tenant units are our Force Projection customers. Our Force Projection KP is customer-focused to meet real-world operational and training requirements. Figure 5.4 depicts how services are designed.

Translating Design Requirements. The Six-Step Design Model (Figure 5.2) provides sequential development of products or services. Design includes establishing performance standards and validating those standards prior to delivery. Products are also evaluated and tested. A KPT will have functional responsibility over the life of the product to ensure trouble-free production and delivery.

Ensuring Organization and Supplier Integration. Our Six-Step Design Model requires the involvement of all stakeholders. Suppliers have been involved throughout the design, production, and delivery phase. For example, customers, KPT members, and suppliers are in a unique partnership throughout the Infantry Doctrine KP. The product must be world-class when it is delivered to the customer, as it will guide Infantry unit training and operations for the foreseeable future.

5.1b Design Review and Validation. Step 4 of the Six-Step Product/Service Design Model (Figure 5.2) provides for continuous process review. The Test/Evaluate strategy is essential to ensuring that the process meets customer, supplier, and mission requirements. The Infantry Doctrine KP provides our Infantry unit customers with “how we fight” guidance and must be the absolute best product when it is goes out to the field. Figure 5.5 shows the development of new or revised doctrine.

INFANTRY DOCTRINE KEY PROCESS CHART

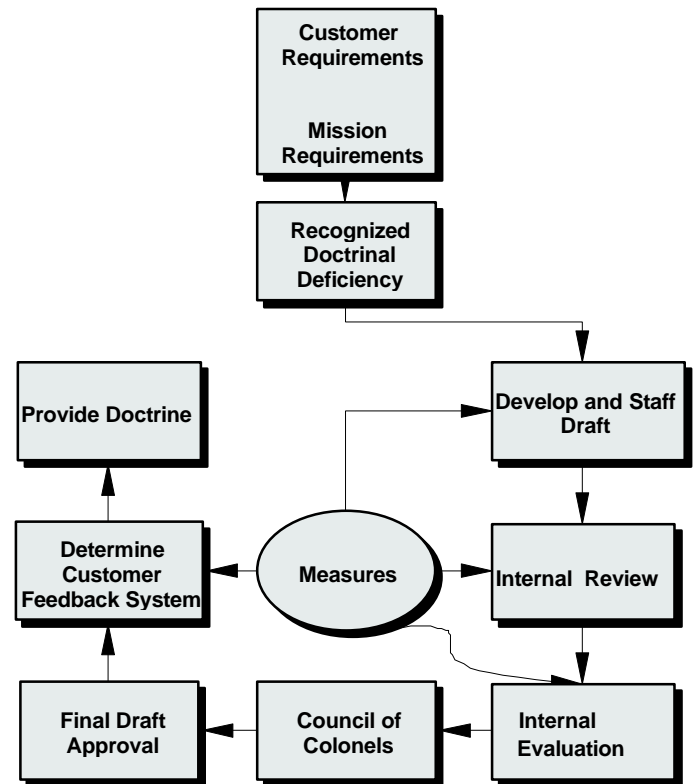


Figure 5.5

5.1c Evaluation and Improvement of Designs and Design Processes. Actual Infantry Future KP products are reviewed continuously before, during, and after design. The need is validated through use of a Council of Colonels, convened to make a recommendation to the Commanding General (CG). Customer needs are screened to reduce duplication, and to maximize and integrate scarce resources. The Dismounted Battlespace Battle Lab (DBBL) conducts warfighting and technology experiments to refine requirements and explore technology. Actual requirements are determined based upon expert input from the field, TRADOC Systems Managers (TSMs), Directorate of Combat Developments (DCD), Department of Defense (DOD) contractors, and others. The requirements are then staffed with customers. As design progresses and funding is provided, the U.S. Army Infantry Center brings suppliers and customers together for limited user tests or early user tests and evaluations. Changes are

incorporated before initial production. As the initial products are completed, they are tested through an evaluation master plan by organizations chosen to represent all customers.

INFANTRY FUTURE KEY PROCESS CHART

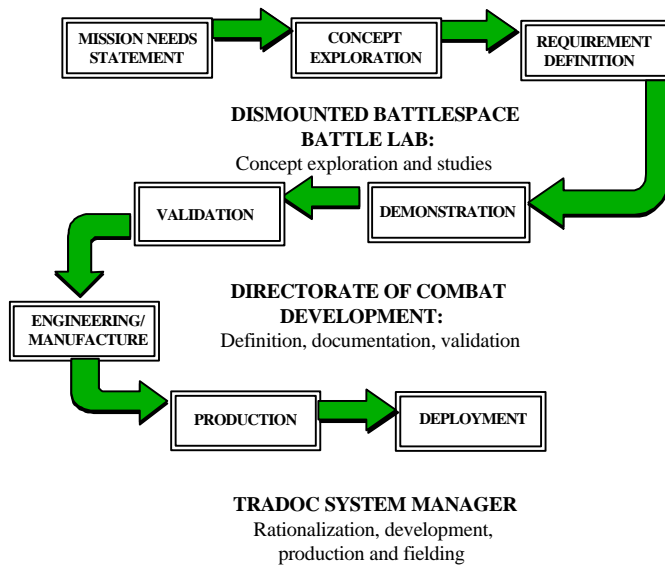


Figure 5.6

Along each phase of process design, the process itself is also evaluated to ensure that the main thing remains the main thing; a product or service that meets customer and mission requirements. Bureaucratic procedures, red tape, and other hindrances are assessed and corrected as needed.

5.2 PRODUCT AND SERVICE PRODUCTION AND DELIVERY.

The customer continues to be our main focus after new or revised products and services have been delivered. We focus control strategies on KP measures of performance and on their principal requirements. This technique also identifies products and services that do not meet customer satisfaction and standards.

5.2a Maintaining Performance of Key Production and Delivery Processes. We maintain process performance and customer delivery systems by comparing process performance with the principal requirements of customers and suppliers.

Key Processes and Principal Requirements. Principal requirements differ slightly from Key Business Drivers (KBDs). Principal requirements relate specifically to our five KPs, whereas the KBDs relate specifically to the missions and customers of the U.S. Army Infantry Center. Figures 3.4 and 5.7 are used together to maintain process performance.

KEY PROCESS	PRINCIPAL REQUIREMENTS
INFANTRY TRAINING	Rapid Deployability Weapons Qualifications Basic Infantry Soldier Skills Leader qualifications
INFANTRY DOCTRINE	Provide continuously updated and improved methodology of warfighting capabilities
INFANTRY FUTURE	Compare to other combat arms Force XXI Advance Warfighting Experiments
FORCE PROJECTION	Ability for Reserve Components to mobilize Meet deployment plan requirements Conduct training in a joint environment Unit capability

Figure 5.7

Maintaining Process Performance. We maintain process performance by measurements and internal control strategies. In the design and introduction of products and services, our focus was on **"WHAT WE DO"** and **"WHO WE DO IT FOR."** Our focus in maintaining process performance is driven by **"HOW WELL WE DO IT."** The key activities of the Infantry Training KP are: Infantry Initial Training, Infantry Professional Development Training, Infantry Specialized Training, and Infantry Special Category Training. Control strategies and measures act as gates for all customers. The "gates" for Infantry Training are Entry, Course, and Graduation Requirements. By tracking results at each gate, supplier performance is validated at the entry gate, internal process performance at the course gate, and customer satisfaction at the graduation control gate. Figure 5.8 shows how performance standards are supported by control measures and strategies. This provides managers and supervisors with a deliberate criteria to track standards of doing process performance.

KEY ACTIVITIES	PERFORMANCE STANDARDS	CONTROL MEASURES AND STRATEGIES	
INFANTRY TRAINING PROCESS FLOWCHART			
Initial Training: One Station Unit Training, OCS.	Meet individual class standards to graduate. CG's FY97 goal is 95% overall graduation rate.	Entry requirements. Graduation requirements.	Course requirements. Budget.
Professional Training: Primary Leader Course, Basic NCO Course, Advanced NCO Course, Drill Sergeant School, Infantry Officer Basic Course, Infantry Officer Advanced Course.	Meet individual class standards to graduate. CG's FY97 goal is 95% overall graduation rate.	Entry requirements. Graduation requirements.	Course requirements. Budget.
Specialized Training: Airborne, Ranger, Bradley Vehicle Course, Mortar, Leader Development Course, Sniper, Pathfinder, Master Fitness Trainer.	Meet individual class standards to graduate. CG's FY97 goal is 95% overall graduation rate.	Entry requirements. Graduation requirements.	Course requirements. Budget.
Special Category: School of the Americas.	100% graduation rate for FY97.	Graduation requirements.	
INFANTRY DOCTRINE KEY PROCESS FLOWCHART			
Develop Doctrinal Writers.	TRADOC Pam 25-34, Desk Guide for Doctrine. Writing of Manuals controlled by CATD. Produce four Manuals per year.	Customer Comments on Draft Documents. Program Directive and Timeline. TRADOC Manuals.	
Produce New Doctrinal Literature.	Produce a Manual within 18-24 months. Meet Internal Milestone Dates. 95% Customer Satisfaction. Produce four Manuals per year IAW Doctrinal and Training Literature Review Council.	Unit Feedback. Combined Arms Command Review and Approval. Infantry Traveling Team. Joint Training Center/National Training Center. Observers/Controllers. Council of Colonels review Final Draft.	
Revise Existing Doctrinal Literature.	Produce Revised Doctrinal Publication within 18-24 months. Meet Internal Milestone Dates. 95% Customer Satisfaction. Produce four Manuals per year.	Unit Feedback. Combined Arms Command Review and Approval. Infantry Traveling Team. Joint Training Center/ National Training Center. Observers/Controllers. Council of Colonels review Final Draft Budget.	
INFANTRY FUTURE KEY PROCESS FLOWCHART			
Develop Infantry Concepts for New Missions.	Directorates establish Priorities. Mission Needs Statement. Operation Requirements Documents. Test and Evaluation.	Council of Colonels. Concept Evaluation Program. Advanced Warfighting Experiment. Infantry Traveling Team. Budget.	
Develop Infantry Concepts or New Technologies.	Directorates establish Priorities. Mission Needs Statement. Operation Requirements Documents. Test and Evaluation.	Council of Colonels. DBBL experiments. TSM Inputs. Concept Evaluation Program. Advanced Warfighting Experiment. Infantry Traveling Team. Budget.	
Develop Infantry Concepts for Force Mix and Restructured Organizations.	Directorates establish Priorities. Mission Needs Statement. Operation Requirements Documents. Test and Evaluation.	Council of Colonels. Concept Evaluation Program. Advanced Warfighting Experiment. Infantry Traveling Team. Budget.	
FORCE PROJECTION KEY PROCESS FLOWCHART			
Unit Status Report (USR).	100% Units making Authorized Level of Organization (ALO) each report period.	ALO Resource Evaluation. Installation Support.	
Maintain Deployability of Installation Units.	5% Non-deployable each report period.	Monitor by category/reason.	
Deploy the Force.	100% Latest Arrival Date (LAD). 100% deployment criteria per requirement.	Requisitions, Readiness levels LAD at PODs.	
Operate Continental U.S. Replacement Center.	100% to standard. 100% to meet Soldier Readiness Plan standard.	FOOTPRINT. Monitor supply shortfalls.	

Figure 5.8

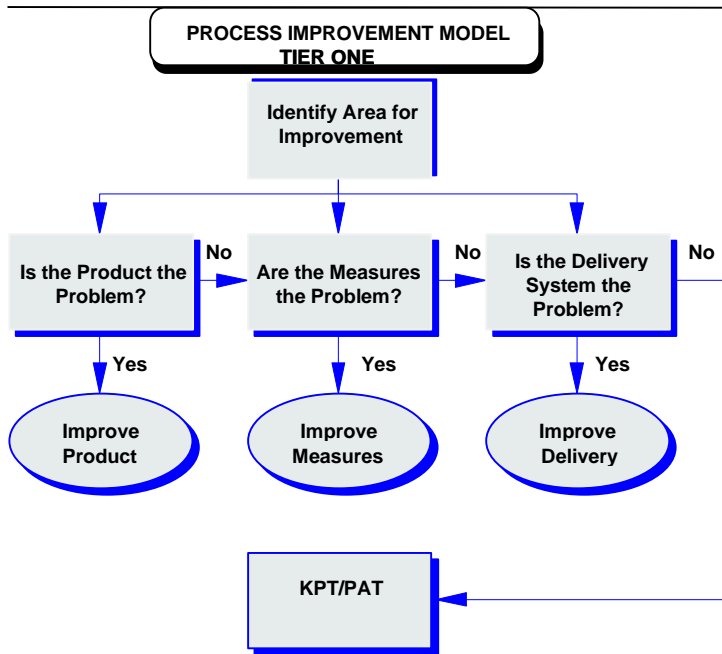


Figure 5.9

5.2b Process Evaluation and Improvement.

“HOW CAN WE DO IT BETTER?” drives our goal of continuous process improvement. We use two methods to evaluate and improve our KPs and related activities. Figure 5.9 depicts our “Quick Fix” model. The Process Improvement Model in Figure 5.10 provides a more comprehensive methodology for review and improvement. Our concept is simple: where practical, employees make the improvement at the point of contact with the customer; if not practical, KPTs and PATs closest to the process make the deliberate and systemic improvements using benchmarking, alternate technologies, and customer and supplier information. This facilitates rapid identification of potential improvement opportunities and problem areas.

Process Analysis and Research. The work force is a key factor in maintaining established levels of performance and in identifying areas for improvement. Our employees interact with our customers and routinely handle the product and deliver the service. They can evaluate the effectiveness of control measures. Our work force is empowered to make on-the-spot improvements and notify KPTs of products and services needing improvement beyond their capabilities. We use a two-tiered approach to our improvement efforts.

TIER ONE is the employee at the point of delivery to the customer, as shown in Figure 5.9. Product and service improvements generally fall into three categories: 1) Product Related, 2) Process Performance Measure Related, and 3) Delivery System Related. Our work force is the front-line defense of our customer-focus. When a problem is identified that requires only an on-the-spot correction, the employee makes the correction, documents the improvement needed to preclude recurrence, and forwards it to the KP owner.

TIER TWO is the PAT or KPT that has responsibility for the process, as shown in Figure 5.10. We identify product or service improvements by four primary means:

1. Customer Comments
2. Performance Shortfalls
3. Organizational Changes
4. Lessons Learned.

The Process Improvement Model provides a prescribed format to assist in the continuous improvement of all of our processes and key activities. We use a Four-Step technique that incorporates the P, D, C, A cycle of improvement. Plan the Improvement; Do the Improvement; Check the Improvement; and Act on the Improvement.

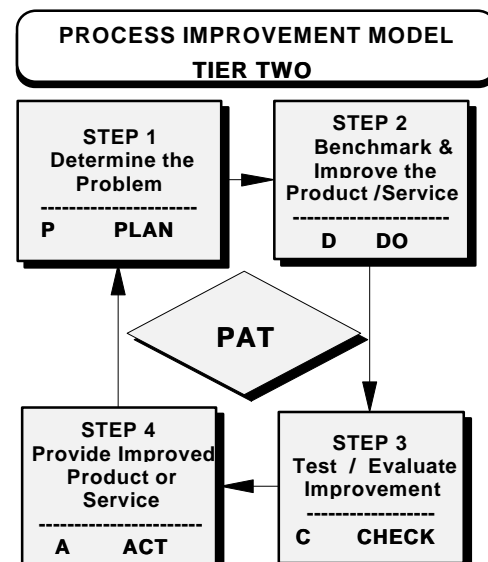


Figure 5.10

STEP 1. Identify the process to be improved. Improvements can be driven by product design that is outdated or flawed; by reductions in resources needed to meet customer requirements; by procedures or controls that are no longer responsive to customers; by changes in the organization such as downsizing, restructuring, or new missions; and, by Lessons Learned that indicate a systemic problem.

STEP 2. Improve the product and service. Determine benchmark, competitive comparisons, and best-in-class. Revise performance objectives, flowchart the improved process, and establish control points and measures. Factor in customer/supplier input. Determine shelf life of the improved product or service and the maintenance steps that will be needed, if any, prior to delivery to the customer. Provide cycle time information for customer satisfaction analysis.

STEP 3. Develop an evaluation system to verify that the improved product or service meets mission requirements, establishes achievable supplier performance standards, and exceeds customer requirements. This includes validation, internal and external reviews, customer samples, rehearsals, and dry runs. Ensure improved product or service meets the requirements of all stakeholders. Determine performance measures for all task steps associated with the improved product or service.

STEP 4. Provide the improved product or service to customers.

Benchmarking. Benchmarking is the key to the future success of our quality journey. To drive our process improvement effort and overall process management, we have developed a Formal Benchmarking Plan (Figure 2.6). We conducted comprehensive benchmarking training for senior leaders and for all members of the Benchmarking Teams. By flowcharting all KPs and determining appropriate standards, measures, and controls, we can identify key activities or processes that are suitable for benchmarking.

Use of Alternative Technology. We test and develop new technologies to include future weapons and their supporting systems, such as hand-held computers. The use of computer-based technology assists in improving and maintaining performance in an environment of increased requirements and reduced budgets. For example, during force projection operations, time at the railhead was reduced by 4.5 hours through the use of scanning technology. A mix of technologies is used to develop and distribute information. The technology that has shown the largest growth in usage is electronic mail (E-mail) communication.

Customer Information. All activities routinely use customer information from within and outside the organization to improve processes. Feedback is received from customer comment cards, Opportunities for Improvement submissions, Quality of Life Performance Improvement Council, Better Opportunities for Single Soldiers (BOSS) Council, and many others.

5.3 PROCESS MANAGEMENT SUPPORT SERVICES. Our BASOPS KP encompasses all support service processes. Each support service product or service is different, but they all share a common focus -- *the customer*. What does the customer want? What is the customer entitled to? What can we anticipate the customer wanting in the future?

5.3a Designing Key Support Service Processes. The primary customers of our BASOPS KP are our internal population of Fort Benning; our soldiers, families, work force, and retirees. The key to our superior process performance is the BASOPS KPT working closely with support service providers to guarantee a high level of customer focus and work force satisfaction.

BASOPS QUALITY OF LIFE KEY PROCESS CHART

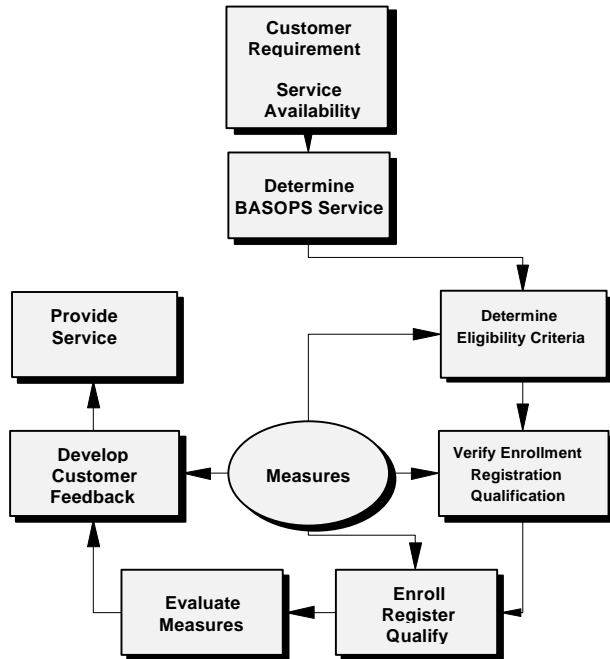


Figure 5.11

Determining Key Requirements. By using a uniform technique, essential elements of customer information are used to meet customer requirements and guide process work. Products and services of KP key activities are developed using the Six-Step Product/Service Design Model in Figure 5.2. Key support service process requirements are derived from regulations, command guidance, customer needs, and support program objectives. Support services' products and services have two key factors: provide the best possible service at the lowest possible cost.

Translating Key Support Requirements into Efficient and Effective Processes. Our BASOPS KPT is charged with the responsibility to develop products and services and to establish effective measurements of performance, customer acceptance, and supplier efficiency. Because our KPT is cross-functional and involves all stakeholders, exceeding customer requirements is a standard goal of all support service providers.

5.3b Maintaining Performance of Key Support Service Processes. Functional level performance measures of effectiveness are utilized and monitored. We maintain performance of our

BASOPS key activity processes by detailed flowcharting. In the design and introduction of support service products, we focus on **"WHAT WE DO" and "WHO WE DO IT FOR."** Our focus in maintaining our process performance is driven by **"HOW WELL WE DO IT."**

Measures to Maintain Process Performance. The BASOPS KPT identifies key activities and the measures which will drive process performance. All key activities have a defined starting point and a defined ending point. Measurements are identified and distributed to the service providers. Customer surveys and feedback systems are used to validate performance.

Support Processes and Key Requirements

KEY SUPPORT PROCESS	PRINCIPAL REQUIREMENT
BASE OPERATIONS Taking Care of People	Provide clean, well-maintained facilities with friendly, well-trained personnel who deliver prompt and courteous service. Provide a safe environment. Provide sound engineering practices and facility maintenance. Provide quality patient care. Provide recreational and entertainment products and services.
Financial Management	Provide financial performance data to all functional area resource advisors. Monitor overall budget. Provide accounting services.
Inspector General Management	Provide feedback of inspections with accurate, verifiable, and unbiased recommendations in a timely manner. Provide assistance that is accurate, timely, credible, and objective. Conduct investigations that are accurate, timely, and objective and provide sound recommendations.
Human Resource Management	Administer Personnel Programs according to government regulations. Monitor career progression. Training. Employee benefit services. Civilian strength management. Military strength management.
Information Management	Provide telecommunication services. Provide records management services. Provide printing services. Provide automation services.
Internal Review Management	Prevent/detect fraud, waste, and abuse. Submit semiannual report to Congress.
Procurement Services	Provide timely and Quality simplified acquisition. Provide post-award contracting.
Logistical Services	Provide Transportation Support. Provide Maintenance Support. Provide Supply Support.
Legal Services	Provide accurate and timely legal advice document preparation and court representation. Provide criminal prosecution. Represent post in administrative proceedings concerning labor relations.
Facilities Management	Monitor facilities, construction, refurbishment and utilization projects.

Figure 5.12

Key activities of each KP are flowcharted and standards and measures are established. KBDs are used to identify the measures of process performance. KBDs used identify key facilities and real property infrastructure, provide resources to maintain them; increase productivity

in a resource-constrained environment; and meet customer requirements. Figure 2.3 shows the linkage of data collection and KBDs. Figure 5.13 shows further linkage of KBDs and support processes.

BASOPS (QUALITY OF LIFE) KEY PROCESS FLOWCHART

KEY ACTIVITIES KPT OWNER	SUB ACTIVITIES (SUB PROCESSES)	CUSTOMER REQUIREMENTS	CONTROL MEASURES AND STRATEGIES	STANDARDS
Family Support Services Directorate of Community Activities (DCA)	Child Development Services Youth Services Army Community Services	Well maintained, modern facilities. Well trained courteous personnel. Prompt and courteous service.	Daily Customer Satisfaction Ratings and Participation Rates. Quarterly Financial data (NIBD, NIBD as % of Total Revenue). Annual Capital reinvestment (CPMC Execution). KBD #4, 5, 6.	3.8 score or better on a 1-4 scale. Increased participation from the prior year. Equal to or better than budget. Equal to budgeted execution.
Recreation DCA	Outdoor Recreation Sports Fitness Recreation Centers Library Multi-craft program	Well maintained, modern facilities. State-of-the-art equipment. Well trained courteous personnel. Prompt and courteous service.	Daily Customer Satisfaction Ratings and Participation Rates. Quarterly Financial data (NIBD, NIBD as % of Total Revenue). Annual Capital reinvestment (CPMC Execution). KBD #4, 5, 6	3.8 score or better on 1-4 scale. Increased participation from the prior year. Equal to or better than budget. Equal to budgeted execution.
Social Entertainment DCA	Clubs Bowling Centers Golf	Well maintained modern facilities. Well trained courteous personnel. Prompt and courteous service.	Daily Customer Satisfaction Ratings and Participation Rates. Quarterly Financial Data (NIBD, NIBD as % of Total Revenue). Annual Capital reinvestment (CPMC Execution). KBD #4, 5, 6.	3.8 score or better on 1-4 scale. Increased participation from the prior year. Equal to or better than budget. Equal to budgeted execution.
Legal Support Staff Judge Advocate	Legal Assistance Claims Administrative Law Military Justice	Modern facilities and equipment. Educated personnel trained in law and law-related support occupations.	Daily Customer/client satisfaction Ratings. Timely Service. Success in claims recovery. Expedient processing of legal actions (courts -martial). KBD #6.	Small Claims - 3 work days. Regular Claims - 15 work days. Reconsiderations - 10 work days. DD Form 1840/1840R - 2 work days.

Figure 5.13

BASOPS (HUMAN RESOURCES-CIVILIAN PERSONNEL) FLOWCHART

KEY ACTIVITIES	PERFORMANCE STANDARDS	CONTROL MEASURES AND STRATEGIES
Position Management and Classification	Better than 95% (DA Standard). Stay below DA/TRADOC average. Increase supervisor ratio to 1:10. Maintain high grade positions. Measure monthly and quarterly.	Management satisfaction with advisories. Number of correct classifications. Average grade/supervisor ratio. Number of high grade positions. Internal and external evaluation/audits. Quarterly feedback to management. Quality position management advisories/studies.
Reduction in Force Actions	100% actions received. 95% accurate records. Minimize employee impact. 95% management satisfaction with placements. Measure monthly and quarterly.	Actions received within established timelines. Directorate of Civilian Personnel Data System quality control. Number of employees released. Management satisfaction with RIF placements. 100% follow-up with managers.
Grievance Resolution	100% local resolution. Measure monthly.	Number of grievances resulting in third party. proceedings to total employment. Effective coordination with labor organizations.
Recruitment	Better than 95% satisfaction. Lower than 45 days (last DA standard).	Management satisfaction. Number of days to fill.

KEY ACTIVITIES	PERFORMANCE STANDARDS	CONTROL MEASURES AND STRATEGIES
		100% follow-up.
Federal Employees Compensation Act (FECA)	Reduce employees on Worker's Compensation Profile rolls by 5% each FY (Army standard).	Number of employees on Worker's Compensation rolls. Implement injury reduction program. Perform home visitations.
Training (Identify/Provide/ Evaluate)	100% annual organization survey participation. 98% training attendance. Over 90% of training meets needs. Measure quarterly and annually.	Annual survey completion. Number of employees completing training compared to number of requests. % of training meeting customers' needs. 100% follow-up on survey. Installation Training Plan. Analysis of end of course evaluation.
Appeals/Grievances	Less than 2% grievances/appeals (local standard). Measure quarterly and annually.	Number of grievances as compared to total population. Use of information bulletins. Employee surveys. Review of resignation SF-52s.
Handicapped Disability Pay/Employee Disability	100% quality Handicapped Disability. Pay/Employee Disability. 100% implementation of safety procedures. Measure annually.	Number of employees receiving Handicapped Disability Pay/Employee Disability determination. Safety factors identified and corrected. Use of PAT to perform safety/health risk assessment and determine changes in procedures. 100% review of Handicapped Disability Pay/Employee Disability cases for changes.

Figure 5.14

BASOPS (HUMAN RESOURCES-MILITARY PERSONNEL) FLOWCHART

KEY ACTIVITIES	PERFORMANCE STANDARDS	CONTROL MEASURES AND STRATEGIES
Strength Management	90% achieve P1-3 on USR. Achieve P1 on USR. 95% of individuals are deployable. Measure quarterly.	Officer Distribution Plan, Enlisted Distribution Guidance. Monthly USR. Quarterly USR, Quarterly Training Briefs. Report by Commander (CDR), Brief to CG. Unit Personnel Readiness. Individual Readiness.
Personnel Automation	96.5% accurate and timely SIDPERS. 99.5% data base accuracy SIDPERS. Measure daily, monthly, quarterly.	Annual Unit Assistance/Training. Monthly Performance Report. Data Accuracy Report. SIDPERS Processing and Timeliness Rates.
Personnel Processing	100% within 3 days (Inprocess). 100% by depart date (Outprocess). 97% timely, accurate rate for separations.	Automated Network with work centers. Daily review monthly Report. Daily Leader. Separation Processing. Accuracy Review. Monthly Performance Report. Adjutant General (AG) leads Installation PAT.
Personnel Operations and Processing	100% timely, accurate casualty reports. 97.5% within 60 days to DA Officer Evaluation/NCO Evaluation (OER/NCOER). 100% timely promotions. 100% soldiers audit records annually. 100% units meet deployment guidance.	Daily review by Division Chief, monthly with AG. Monthly report to Commanders, CG in PROFS. Promotion Eligibility Reviews. Unit Validation Meetings for deploying units. Casualty Report Data Base. OER/NCOER notice to rater in 60 days. Soldier Readiness Processing.
Army Career Alumni Program	100% of known separating soldiers counseled. Measure quarterly.	Appointment System with Commanders and soldiers. Tied to outscore, separations and retirement processing. Preparation Classes. Counseling 90 days before separation.
Retirement Services	100% Accuracy of Retirement Processing. Measure monthly and quarterly.	Preprocessing and scheduled appointments. Personnel Command waiver approvals via E-mail, Fax.
Retention	98-100% of Major Command active .retention mission. 100% or more of Major Commands. 100% Reserve Component mission. Measure monthly and quarterly.	Targeted mission to Major Subordinate Command Commanders. Monthly summary, Quarterly report to CG. Awards Program. Training program, staff assistance.
Trainee/Student Personnel	98% Accuracy of student training data in ATRRS. 95% OSUT Permanent Change of Station (PCS) orders by 9th week.	In/Outprocessing data collection. Early notice of contract changes by Infantry Training Brigade for PCS orders. E-mail of Assignment Instructions and exception tracking. Army Training System data accuracy.

KEY ACTIVITIES	PERFORMANCE STANDARDS	CONTROL MEASURES AND STRATEGIES
		SIDPERS accuracy.

Figure 5.15

5.3c Process Evaluation and Improvement.

The quality environment on Fort Benning is one of continuous process improvement. We utilize customer feedback, process goals and objectives, as well as performance trends to guide improvements. Product and service improvements are often identified by our work force. Rapid improvement in cycle time is a key goal.

Process Analysis and Research. Fort Benning uses a standard process (Figure 5.2) for key activities of supporting processes. We improve processes through the formulation of KPTs which analyze and research specific solutions.

Benchmarking. The Benchmarking Plan discussed in Figure 2.6 is applied to all support processes and key activities of each KPT subprocess. The BASOPS KP has two Benchmarking Teams, Quality of life and Human Resources. For example, we improved our club system restaurant operations by benchmarking our processes against local businesses.

Use of Alternative Technology. The use of computer-based technology assists in improving and maintaining performance during periods of restrained resources and increased requirements. Our BASOPS KP activities continually incorporate new technologies for process improvement. For example, the BASOPS KP has introduced alternative technologies to daily operations and has automated some labor-intensive operations.

Customer Feedback. All of our BASOPS activities use customer information from within and outside the organization to improve processes. One example is our Directorate of Contracting which prompted more interaction between functional activities before contract submittals. By offering advisory assistance before submitting contract requests, those

returned without action were reduced from 3,147 to 1,022 in one year.

5.4 MANAGEMENT OF SUPPLIER PERFORMANCE. Fort Benning is committed to ensuring that supplier performance standards and requirements are consistently measured, maintained, and improved. Our suppliers are an integral part of our quality focus.

SUPPLIER PERFORMANCE FLOWCHART

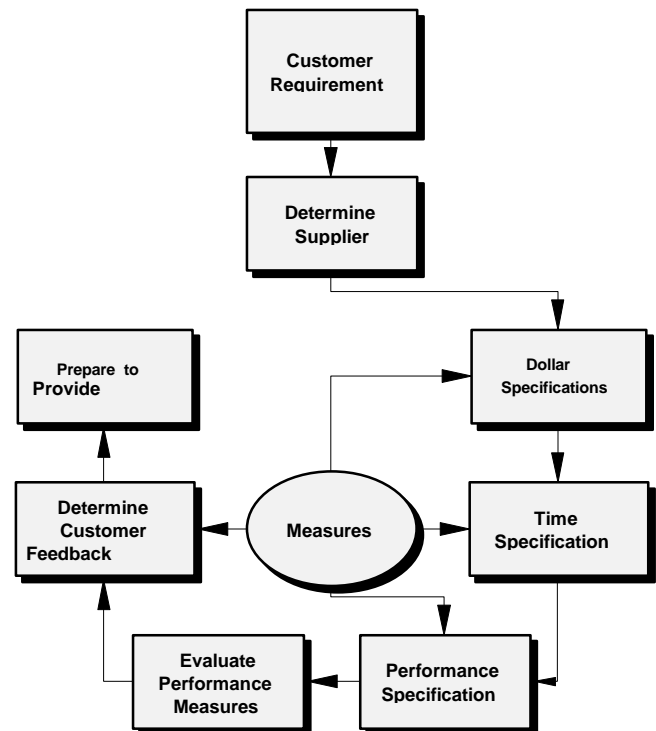


Figure 5.16

5.4a Identifying Organization Requirements and Communicating Them to Suppliers.

Fort Benning specifies supplier requirements in contracts, product listings, regulatory requirements, and requirements listed in documents. Methods to determine standards of the products and services received and to provide feedback to suppliers vary based on defined requirements. Some methods are:

- Memorandum of Agreement or Understanding
- Meetings and conferences
- Design specifications

- Requirements documentation
- Army Training and Resource Requirements System
- Subject Matter Experts

Supplier Requirements and Measures

SUPPLIER	REQUIREMENTS	MEASURES
Higher Headquarters (TRADOC, DA, etc.)	Direction, Guidance Policy. Resources (funding, and manpower authorizations). Training	Written training guidance. Written budget guidance. Written and timely performance feedback. Adequate resources.
Vendors and Contractors	Quality products or services. Timely delivery and performance. Competitive cost. Meet contract specifications.	Standards identified in contract or in Requirements Document. Army Material Command contractual requirements.
Government Supply Administration	Accurate product listing. Quality products. Timely delivery. Reasonable cost.	Products/services ready for use as required. Timelines met.
Defense Logistics Agency	Accurate product listing. Timely delivery. Reasonable cost.	Products ready for use upon delivery.
Corps of Engineers	Design, coordination, and monitoring of major construction.	Satisfy requirements as identified in design documents, contract specifications, and statement of work.
Personnel Command and other Military Services	Students, trainees, staff, and faculty.	Written guidance with requirements specified. Personnel that meet enlistment criteria.

Figure 5.17

Evaluation of Supplier Performance. Supplier performance is a primary consideration when selecting suppliers. Some of the methods used to verify supplier requirements are

- A Report of Discrepancies (ROD) notes completeness, accuracy of orders, damages and cost deviations.
- A Quality Deficiency Report (QDR) measures the quality product purchases to locate design flaws and longevity problems.
- Order Ship Time (OST) is an index of supplier responsiveness, a critical measure for rapid deployments requiring purchases and equipment maintenance times.
- Required Delivery Date (RDD) verifies actual delivery with specified delivery date.
- Contract performance measures verify if contractual requirements are achieved.

Supplier Performance Feedback. Supplier and customer feedback reports, evaluations, and discrepancy reports identify substandard supplier performance and satisfactory supplier performance. Feedback to our supplier partners is timely and specific, allowing suppliers to take appropriate corrective action as necessary. Many suppliers conduct site visits to check on the performance of the vendors they provide. During the visit, feedback is provided as to whether or not they are meeting our requirements. Products and services acquired through Army Material Command are monitored throughout development.

Improving Supplier Performance. Our suppliers are directly involved in KPTs and key service suppliers sit on the QUEST. This facilitates and encourages frequent discussions and interaction. Customer and supplier requirements are agreed upon by both groups acting as equal members of the same team. Improving supplier performance is a major business objective of KPTs. This is done by providing direct feedback to suppliers and vendors and coordinating necessary improvements. This process ensures that changes and recommendations for supplier performance are rapidly and efficiently addressed and implemented.

5.4b Evaluation and Improvement of Supplier Relationships

Improving Procurement Processes. Memorandums of Agreement, Design Specifications and Requirements Documents, joint planning, and customer feedback are used to help suppliers improve the procurement process, as well as overall process performance. Our installation objective is to receive the best supplier performance for the most reasonable cost. Including suppliers on all of our KPTs has proven to be a very effective method to improve the procurement process. Communications, dialogue, and sharing of

goals has worked across the board. The FY 1996 Industry Visit to Army Units' Program brought approximately 25 industry executives to Fort Benning. During their stay, the executives had an opportunity to visit units to gain firsthand experience about Army systems and equipment are used and how maintained in the operational environment.

Minimizing Costs of Inspections, Tests, and Audits. Policy guidance and training of Fort Benning personnel in the proper and thorough identification of requirements when

requesting products and services helps to minimize costs. In some cases, as with our local vendors, face-to-face contact is made to determine exact requirements, especially those that are unique or unusual. We examine alternative approaches, and make comparisons with other installations for cost-saving ideas. For example, one major area of savings has been a change from compliance-oriented audits and inspections, to customer-focused assistance visits to help suppliers perform better.

KEY SUPPLIER/SUPPLIER PROCESSES	SUB ACTIVITIES (SUB PROCESSES)	CUSTOMER REQUIREMENTS	CONTROL MEASURES AND STRATEGIES	STANDARDS
Medical Support (Quality Patient Care) MEDDAC	Clinical Health Community Mental Health Preventive Medicine	Quality of care exceeds national standards. Enhanced customer efficiency. Establish effective management processes to increase efficiency. Recapture monies via third-party collections. Overall customer satisfaction.	Tri-annual survey by Joint Commission of American Hospital Compliance. Residency Review. Commission of the Family. Practice Residency Program. Rapid Medical Board processing. Low medical record deficiency rate. Reduce ratio of monies claimed vs. monies paid for malpractice claims. Excellence in medical equipment preventive maintenance. Exceed decrement and maximize total amount collected. Ongoing measurement of overall customer satisfaction. KBD 6.	Accreditation with Commendation. Under 50 days processing time. Less than 50%. Comparison to DOD (30%) and Medical Command (33%) averages on-time goal established by AR 40-61. Comparison to most monies collected throughout Medical Command. Exceed DOD average of 83%. Satisfied or very satisfied overall.
Dental Services Dental Activity (DENTAC)	Dental Diagnosis Dental Treatment Plans Dental Readiness Quality Assurance Dental Supply	Quality dental care. Timely service. Courteous staff. Inform customers of services. Clean facilities. Overall satisfaction.	Readiness. Quality. Customer satisfaction rating. at satisfied/very satisfied. KBD 6.	Accreditation of Residency Program by American Dental Association. 90% Dental Statistics. Maintain Specialty Dentists 63%. 90% Dental Supply Rate with 3-5 days ship time.
Retail Services Army/Air Force Exchange Service	Retail Sales Service Station Movie Theater Concessionaire Food Operations	Clean and modern facilities. Well trained, courteous staff. Competitive prices. Specialized merchandise/services. Quality products/services.	Customer satisfaction. Financial data. Contract compliance. Customer traffic. KBD 4, 6.	Exceed Annual Financial Plan. Contract Compliance Report measures contractor requirements. Quarterly, monthly, weekly price surveys.
Grocery Services Commissary	Ordering/Receiving Processing Stocking/Displaying Check-out	Selection of Products. Competitive prices. Prompt, courteous service.	Customer surveys. Sales report. Customer count report. KBD 4, 6.	97% Stockage Rates 25% Customer Saving Maximum - 15 minute wait No more than 60 items out of stock.
Elementary Education (Pre-K - 8th Grade) DOD Schools	Classroom Instruction Special Programs Breakfast and Lunch Program School Transportation	Quality education that meets students needs. Specialized services for special education students. Safe, orderly environment.	Student Basic Skills. Parent and student surveys. KBD 6.	National norms. Accreditation status. National Education Goals.

Figure 5.18

